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ORGANIZATION OF THE SECRETARIAT OF THE UNITED NATIONS CHILDREN'S FUND

CHAPTER I. NEW YORK HEADQUARTERS

Section C. Programme Group

The present section describes the current functions and organization of the Programme Group, which includes the Programme Division, the Evaluation and Research Office, the Planning and Coordination Office, the Office of Emergency Programmes, the Social Policy and Economic Analysis Office and the International Child Development Centre, Florence, Italy.

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I. NEW YORK HEADQUARTERS

C. Programme Group

The Programme Group, which includes the Programme Division, the Evaluation and Research Office, the Planning and Coordination Office, the Office of Emergency Programmes, the Social Policy and Economic Analysis Office and the International Child Development Centre at Florence, Italy, is coordinated by the Deputy Executive Director, Programmes.

Programme Division

General functions and responsibilities

The primary functions of the Programme Division are:

(a) To provide support to the Office of the Executive Director in the formulation of programme policy and the monitoring of its application;

(b) To develop programme guidelines and to monitor their application;

(c) To provide support to UNICEF field offices in the formulation, implementation, monitoring, evaluative analysis and adjustment process of country programmes;

(d) To ensure the acquisition, analysis, distribution and storage of programme-related information;

(e) To coordinate headquarters support for field offices;

(f) To provide substantive support for staff development and training in programme policy and procedures;

(g) To establish liaison with United Nations specialized agencies and other technical organizations in the development and application of programme policies and procedures;

(h) To finalize programme recommendations, policy reviews, reports and information notes for submission to the Executive Board.

Organization of the Division

As restructured in 1993, the Programme Division consists of the Director's Office, the geographic sections, advisory clusters and sections dealing with programme statistics and programme information and management.

Director's office

The office, composed of the Director, Associate Director, Deputy Director and support staff, is responsible for the overall management of the Division and the overall development of policies and strategies. It provides general direction and guidance on the work of the Division, with particular responsibilities for the following:

(a) Providing overall guidance in the development of programme policies;

(b) Reviewing and initiating systems development, especially in the area of situation analysis, programme planning, development and implementation, as necessary;

(c) Undertaking planning for UNICEF as related to programmes, including preparation of the programme elements of the Executive Director's report and the medium-term plan, analysis and monitoring of the situation of children, preparation of annual planning levels and participation in the Budget Planning and Review Committee;

(d) Ensuring the application of UNICEF programme policies in the formulation of programme proposals and reviewing programme proposals for their final clearance, as well as initiating and overseeing global studies for submission to the Executive Board;

(e) Reflecting the views of field offices on policy, programme and operational matters in inter-agency meetings and at different executive, management, operations and external relations meetings;

(f) Organizing the review of annual reports and preparing global overviews;

(g) Overseeing liaison with international, technical and specialized agencies;

(h) Administering global funds, such as the Interregional Fund for Programme Preparation, Promotion and Evaluation and components of the Programme Fund for the 1990s Goals, as well as the divisional budget.

Geographical sections. The geographical sections, which cover Africa, the Americas and the Caribbean, Asia, the Middle East and North Africa and Central and Eastern Europe/the newly independent States, serve as focal points for field contacts and follow-up actions with respect to the regions they serve. They carry out the following major functions:

(a) Provide guidance to field offices on programme policy, strategies and operational procedures;

(b) Support and monitor programme preparation, implementation and review;

(c) Organize headquarters previews and reviews of programmes and annual reports and prepare regional overviews;

(d) Mobilize and coordinate headquarters and other support services required by field offices that are not available to them within the country or in the region;

(e) Serve as focal points for coordination between headquarters and field offices;

(f) Provide support to field offices and the Programme Funding Office in preparing for and securing supplementary funds;

(g) Handle emergencies jointly with the Office of Emergency Programmes.

Programme Statistics Section. The Section is responsible for:

(a) Maintaining and updating statistical information on programmes; preparing reports on UNICEF-assisted programmes, primarily of a statistical nature; and ensuring consistency in statistical data used in different reports;

(b) Preparing, jointly with the Division of Financial Management, the UNICEF financial plan and monitoring and reviewing it periodically;

(c) Gathering, analysing and interpreting data on programme expenditures to ensure adherence to ceilings; monitoring implementation rates; preparing planning levels for annual programme expenditures for individual countries; and advising on country ceilings for the current year's call-forwards;

(d) Ensuring that programme budget allotments and related documents are complete and entering data into the headquarters computer system.

Programme Information Management Unit. The Unit's primary function is to help develop and update programme manuals, guidelines and procedures which reflect and reinforce the changing policies, priorities and information needs of UNICEF. The Unit is responsible for:

(a) Developing guidelines, procedures and manuals for programme planning, programme implementation and management information, especially for field offices;

(b) Assisting the operations and external relations groups in the development of procedures that affect programme planning and implementation;

(c) Developing and supporting a management/workplanning system for field offices that will enable the rational allocation of human and financial resources to achieve country programme objectives and developing methodologies for linking country office programmes with its staffing;

(d) Supporting the establishment of a programme information database capable of monitoring physical outputs, integrating all relevant data classes of UNICEF work and developing programme management procedures for maintaining the database in each office;

(e) Assisting field offices to structure and manage their country programmes to ensure maximum efficiency and impact and to meet their programme information needs by ensuring that the headquarters systems reflect those needs.

Advisory services. Advisory clusters and sections serve as focal points for their respective disciplines. The five sectoral clusters are: (a) health (with specialists in primary health care, safe motherhood, child survival and development, expanded programme on immunization/control of diarrhoeal diseases/acute respiratory infections, acquired immune deficiency syndrome, youth health, the Bamako Initiative and dracunculiasis); (b) nutrition (including micronutrients, breast-feeding and household food security); (c) water supply and sanitation; and (d) education. The fifth is an intersectoral cluster grouping of the following sections: urban and children in especially difficult circumstances; development programmes for women; programme communications and social mobilization; child rights; and children and the environment.

Each cluster comprises a small staff of specialists in related disciplines, who follow up on global developments and interests with specialized agencies and other multilateral and bilateral organizations, as well as with non-governmental organizations (NGOs). They also have the principal function of assisting in the development of programme policies, monitoring the performance and progress in the achievement of the goals in their respective sectors, liaising with concerned agencies and arranging for field support when required.

The functions of the advisory sections are:

(a) To report on new technical and scientific developments and to develop appropriate strategies for their application;

(b) To assist in policy development and review, in consultation with other sections in the division and concerned specialized agencies;

(c) To participate in programme reviews and to prepare reports and position papers in the field of their functional specialization for the Executive Board;

(d) To mobilize advisory services in the fields of their specialization, to prepare case studies, reports and other documentation concerned with the assessment of programme experiences and to contribute to the advisory support of the programme;

(e) To support field offices in helping countries to improve the statistical and information base for planning and programming needs, and for the preparation of a statistical profile of the world's children;

(f) To serve as focal points in developing monitoring systems and global monitoring of progress in the achievement of goals;

(g) To undertake advocacy activities and represent UNICEF in international discussions;

(h) To serve as focal points in programme advisory support networks of concerned programme officers in UNICEF regional and country offices and as links to other professional specialists and specialized agencies and organizations outside UNICEF by sharing recent developments in methods and approaches that would improve programme design or implementation and by providing support in programme development, implementation and evaluation assessments;

(i) To provide guidance and back-up support to specialists and consultants in the field and assist in their recruitment and in-service training;

(j) To assist in field studies and applied research undertaken to define the situation of children;

(k) To participate in selected programme preparation activities at the country level, including prospective appraisals of programmes and feasibility analysis;

(l) To participate in joint periodic reviews with staff of regional and country offices, responsible government officials and members of other participating agencies to assess programme effectiveness and impact and to identify lessons from programme experiences;

(m) To propose, review and recommend project proposals to be funded from the Programme Fund for the 1990's goals, to keep track of the effective use of these funds and to report on their utilization.

Evaluation and Research Office

General functions and responsibilities

The Evaluation and Research Office reports to the Deputy Executive Director, Programmes. The Office maintains close liaison with the Planning and Coordination Office, the Office of Information Resources Management, specialists and geographical sections and advisory clusters in Programme Division.

The responsibilities of the Office are:

(a) To develop systems and guidelines for programme/project monitoring and evaluation;

(b) To review and comment on field evaluation proposals;

(c) To develop and strengthen evaluation and essential research capacities at regional and country levels;

(d) To collaborate with other United Nations agencies and international assistance bodies in adopting a more uniform system of evaluation;

(e) To provide support to field evaluative activities, in close collaboration with the Office of Internal Audit and Programme Division, and to conduct joint evaluations with field offices, concerned Governments and donor agencies;

(f) To initiate thematic and sectoral evaluations where lessons can be learned globally;

(g) To conduct rapid assessments of specific programmes to learn the process involved, factors that determine success or failure, programme strengths and weaknesses, etc.;

(h) To feed back results of evaluations to the field, management and planning process;

(i) To coordinate the preparation and maintenance of monitoring and evaluation manuals;

(j) To conduct and supervise, when required, research and studies leading to policy formulation and modification, in consultation with the relevant sections and policy specialists;

(k) To brief the Executive Director, Deputy Executive Directors and executive staff every three months on the salient features of the latest evaluations received from field offices to enhance feedback and improve the decision-making process.

Planning and Coordination Office

General functions and responsibilities

The follow-up to the World Summit for Children and the goals and strategies for children in the 1990s approved by the Executive Board have set a clear and ambitious agenda for UNICEF action in the coming decade. To enable the senior management of UNICEF to implement this agenda and to provide effective guidance and leadership to field offices and headquarters divisions, the Planning and Coordination Office advises and assists the Executive Director and the deputies in preparing strategic plans and in providing well-coordinated policy direction and managerial oversight.

In its planning function, the Office assists the Executive Director and the deputies in formulating medium- and long-term strategic plans and monitoring organizational performance with respect to such plans. As other organizational units are responsible for preparing detailed programme plans, the financial plan and the human resources plan, the role of the Planning and Coordination Office is to ensure that these plans are mutually supportive and lead to UNICEF meeting its strategic objectives efficiently and effectively.

More specifically, the responsibilities relating to planning functions are:

(a) To analyse global socio-economic trends, with particular emphasis on the situation of children in developing countries, and to recommend changes in UNICEF plans and policies based on such analyses;

(b) To coordinate with other United nations bodies involved in long-term socio-economic projections and in the planning and monitoring of the

International Development Strategy for the Fourth United Nations Development Decade;

(c) To guide and coordinate the preparation of the UNICEF medium-term plan and longer-term plans such as the strategies for children in the 1990s;

(d) To support and strengthen the capacities of the basic organizational units of UNICEF (at headquarters, regional and country levels) to formulate medium- and long-term plans;

(e) To develop guidelines and systems, in collaboration with the Programme Division, the Evaluation and Research Office and other organizational units, for monitoring progress in the achievement of development goals and targets for children contained in UNICEF medium-term plans and in the Declaration and Plan of Action of the World Summit for Children;

(f) To undertake specific assignments that may lead to new policy developments or advocacy on behalf of children.

In its coordination function, the Office assists the Executive Director and the deputies in ensuring that collectively they provide well-coordinated policy directions and guidance, to enable the organization to meet its strategic goals and objectives. This is done through careful preparation and management of the deputies' meetings, executive staff meetings, directors' meetings, consultations with headquarters and regional directors and effective follow-up to, and communication of, decisions reached at those meetings and consultations. This includes regular updates on main indicators to inform the Executive Director and the deputies.

The responsibilities of the Office relating to the coordination function are:

(a) To identify and bring to the attention of the Executive Director and the deputies, key strategic actions that must be taken to ensure that the organization achieves its long-term goals and objectives, including the follow-up to the World Summit for Children and the major policy directions decided upon by the Executive Board;

(b) To prepare, organize, coordinate and arrange major decision-making and information-sharing meetings and consultations involving senior management;

(c) To monitor progress in major action areas initiated by the Executive Director and the deputies;

(d) To coordinate clearance of organization-wide policy directives and guidelines to ensure their clarity, soundness and consistency;

(e) To undertake special assignments on behalf of the Executive Director and the deputies in matters concerning strategic planning, management and coordination.

Office of Emergency Programmes

Because of the increased frequency and magnitude of emergencies around the world and the resulting demands on the time and resources of UNICEF, in 1993 the Executive Director transferred the functions of the former Emergency Programmes Section of the Programme Division to a newly established Office of Emergency Programmes, headed by a Director. As a result, the Office, which was strengthened with additional staff, was able to enhance its working relations with the Department of Humanitarian Affairs of the United Nations and to play a more important role in the United Nations overall system of humanitarian response. The Office participates in policy development, planning (including disaster prevention and preparedness) and needs assessment and also participates in regular country programme reviews in order to ensure the integration of emergency activities into regular UNICEF programmes.

The Office of Emergency Programmes serves as the focal point for UNICEF involvement in emergency situations. Its primary functions are:

(a) To ensure the coordination of actions of all headquarters divisions in responding to the needs of field offices in emergency situations;

(b) To provide policy and technical guidance to field offices on the planning and management of emergency assistance operations;

(c) To manage the Emergency Programme Fund and recommend to the Executive Director proposals for releases and appeals for specific-purpose contributions;

(d) At the headquarters level, to work with the Department of Humanitarian Affairs and other concerned agencies and NGOs in all aspects of emergency assistance operations;

(e) To process the requests to the Central Emergency Revolving Fund of the Department of Humanitarian Affairs in support of country emergency programmes, as well as requests from field offices for clearance by the sanctions committees of the Security Council.

Because of the strong presence of the Department of Humanitarian Affairs in Geneva, as well as that of NGOs and donor Governments, the Emergency Unit of the UNICEF Geneva Office has also been strengthened and is headed by the Deputy Director of Emergency Programmes. The Unit performs liaison work between UNICEF and these bodies. Its functions are:

(a) To maintain regular contact with the Department of Humanitarian Affairs office in Geneva, through participation in meetings and contacts with relevant officers;

(b) Under the direction of and in close consultation with, the Office of Emergency Programmes in New York, to establish and maintain policy and working contacts with Geneva-based international organizations and other humanitarian agencies;

(c) In close coordination with the Director of the Geneva Office, to ensure that donors contributing regularly to UNICEF emergency programmes are routinely informed about the organization's achievements and emerging needs;

(d) To provide support to countries in especially difficult circumstances.

A senior management task force for complex emergencies meets weekly to address policy and operational issues, including staff security and headquarters' handling of emergencies. It makes specific recommendations on actions to be taken to enhance and accelerate the UNICEF response to emergencies, including support to field offices, rapid responses, interdivisional problem-solving, policy and staffing prioritization.

An ad hoc security task force was set up as a subcommittee of the senior management task force to review and improve staff security conditions. The task force collaborates closely with the United Nations Security Coordinator's Office and the Department of Humanitarian Affairs.

There is a focal point in each geographical section of the Programme Division, and/or in the Office of Emergency Programmes at headquarters, to monitor the UNICEF response to and development of each complex emergency. This arrangement ensures close coordination between the Office of Emergency Programmes and the different geographical sections and helps to facilitate the integration of emergency programmes into regular country programmes. The Office of Emergency Programmes has an effective network with the Programme Funding Office and the Divisions of Information and Personnel and other relevant headquarters divisions.

Social Policy and Economic Analysis Office

General functions and responsibilities

The Social Policy and Economic Analysis Office was established in January 1993 with the merger of the Cost and Economics Unit of the Programme Division and the Economic Policy Analysis Unit of the Planning and Coordination Office. The new Office provides support to the organization in the range of economics and related policy areas, including cost analysis, public finance and macroeconomics.

The Office's four main objectives are:

(a) To strengthen the economic analyses of UNICEF-supported programmes at the level of sector strategies and initiatives, as well as at the level of country programmes. Attention is given to the analysis of unit costs, cost-effectiveness and cost-reduction, resource availability and sustainability and financing and macroeconomic issues through the development of guidelines, studies and participation in the country programme process;

(b) To strengthen the economic and policy elements of national programmes of action in terms of both preparation and implementation. The principal areas of focus include the assessment of opportunities and constraints in the overall economic and policy environment, the appraisal of options, the estimation of

resource requirements and the identification of appropriate financing sources and mechanisms;

(c) To carry out research and advocacy in economics and other policy-related issues facing women and children by participating in wider global studies, such as those carried out by the International Child Development Centre, by directly carrying out more specific studies and by participating in activities related to economic issues with other agencies. The results of these activities are expected to be of direct relevance to UNICEF operations or policy;

(d) To strengthen and support the technical capacity of UNICEF in the economics and policy areas through workshops and training on costs, financing and structural adjustment issues, preparation and dissemination of technical guidelines and sharing with field staff information on economic and social policy analysis methodology and developments.

Organization of the Office

The Office is headed by a Director and staffed by four Professional and three General Service staff. The Office reports directly to the Deputy Executive Director, Programmes, while retaining links with the Directors of the Programme Division and the Planning and Coordination Office.

International Child Development Centre, Florence

The International Child Development Centre, often referred to as the Innocenti Centre, was established in 1988 at Florence, Italy, to strengthen the capacity of UNICEF and its cooperating institutions to respond to the evolving needs of children and to promote an emerging new global ethic for caring for children. The Centre is headed by a Director, who is assisted by a Deputy Director and up to five other internationally recruited staff members, as well as a locally recruited support staff. The Centre also benefits from the involvement of senior fellows, Junior Professional Officers and research associates contracted under special service agreements.

The Centre provides a forum for international professional exchange of experiences and undertakes and promotes policy analysis, applied research and field experimentation, as well as advocacy of innovative strategies and dissemination of ideas towards the goals of child survival, development, protection and participation. It also provides special training opportunities for UNICEF staff, concerned government officials and staff of other institutions and organizations with which UNICEF cooperates, including National Committees for UNICEF.

The agenda of the Centre addresses various aspects of children's physical, mental, social and moral development, emphasizing the development, protection and rights of children.

The Centre's activities are complementary to the ongoing activities and evolving policy concerns of UNICEF. It works closely with headquarters,

regional and country offices and with other institutions concerned with the well-being of children.

The three major programme areas are as follows:

(a) Economic policies and mobilization of resources for children, which aims to strengthen UNICEF efforts to document the impact of economic policies on children, women and other vulnerable groups and to formulate appropriate policies for preserving and mobilizing financial resources for human development strategies to assist those groups. It has focused on four major projects: structural adjustment policies in sub-Saharan Africa; financing social services; child poverty and deprivation in industrialized countries; and monitoring of social conditions during the transition to the market economy in Central and Eastern Europe;

(b) The rights of the child, which focuses on policy analysis and development for UNICEF and its cooperating institutions in the area of child rights, particularly in terms of implementation strategies and mechanisms for the Convention on the Rights of the Child, including several of its key provisions such as those concerned with discrimination, the best interests of the child and the maximum use of available resources;

(c) Needs of the urban child, which seeks to identify, assess and advocate sustainable strategies that would: (i) prevent the neglect, abuse, exploitation and abandonment of children living in low-income, high-risk urban settings; (ii) promote family and community-based approaches to child care, protection and development in these especially difficult urban circumstances; and (iii) encourage more decentralized municipal-level action to meet the goals for children in the 1990s as established in national programmes of action.

The Centre plays a catalytic role in generating ideas and research findings aimed at improving the quality of life for children. On a very selective basis, the Centre cooperates with UNICEF country offices to analyse and test new ideas in actual field conditions.

The Centre's training activities are designed to help update knowledge on priority subjects and to strengthen the policy analysis and problem-solving capacities of the staff of both UNICEF and cooperating institutions. For this purpose, periodic Innocenti global seminars are organized in cooperation with the Programme Division and the Training Section of the Division of Personnel.